

# Missouri Statewide Health Information Exchange

## Strategic Planning Process

**November 2009**



# Funding Opportunity Announcement – Key Points

## ➤ **Programmatic Goals**

- Create a policy, technical and financial foundation for providers to become meaningful users of electronic health records and to support health information exchange in Missouri
- Emphasis on five domains:
  - Governance
  - Finance
  - Technical Infrastructure
  - Business and Technical Operations
  - Legal/Policy

## ➤ **Additional Considerations**

- Need to develop and implement robust evaluation
- Missouri is not “competing” against other states
- ONC will work with Missouri to ensure success

## ➤ **ONC Review Process**

- Proposed strategy – Are the plans complete and realistic?
- Project management – Are the right staff, resources, and processes in place?
- Evaluation – Are the techniques “thoughtful and of sufficient quality?”
- Organization – Sufficient experience and capabilities?
- Budget – Is the budget reasonable & aligned with ONC program & project goals?

# Project Tasks & Timeline through May 2010

## State HIE Grant Application

## Strategic Plan

## Operational Plan

Letter of Intent Submitted

Project Initiation

Begin Landscape Assessment & Interviews

Submit Application to HHS

Executive Order 09-27

Statewide Kickoff Meeting

Submit Strategic Plan to HHS

Publish Draft Strategic Plan for Review/Comment

Submit Operational Plan to HHS

Publish Draft Operational Plan for Review/Comment

Sept

Oct

Nov

Dec

Jan 2010

Feb

Mar

April

May

- Support State application process
- Conduct stakeholder interviews

- Establish MO-HITECH
- Establish Advisory Board
- Convene Workgroups
- Draft Strategic Plan
- Publish Draft Strategic Plan for Review
- Develop detailed project timeline and work plan
- Engage and educate stakeholders

- Convene Advisory Board & Workgroups
- Draft Operational Plan
- Publish Draft Operational Plan for Review
- Update project timeline and work plan
- Engage and educate stakeholders

# Building the Strategic Plan –Draft Timeline

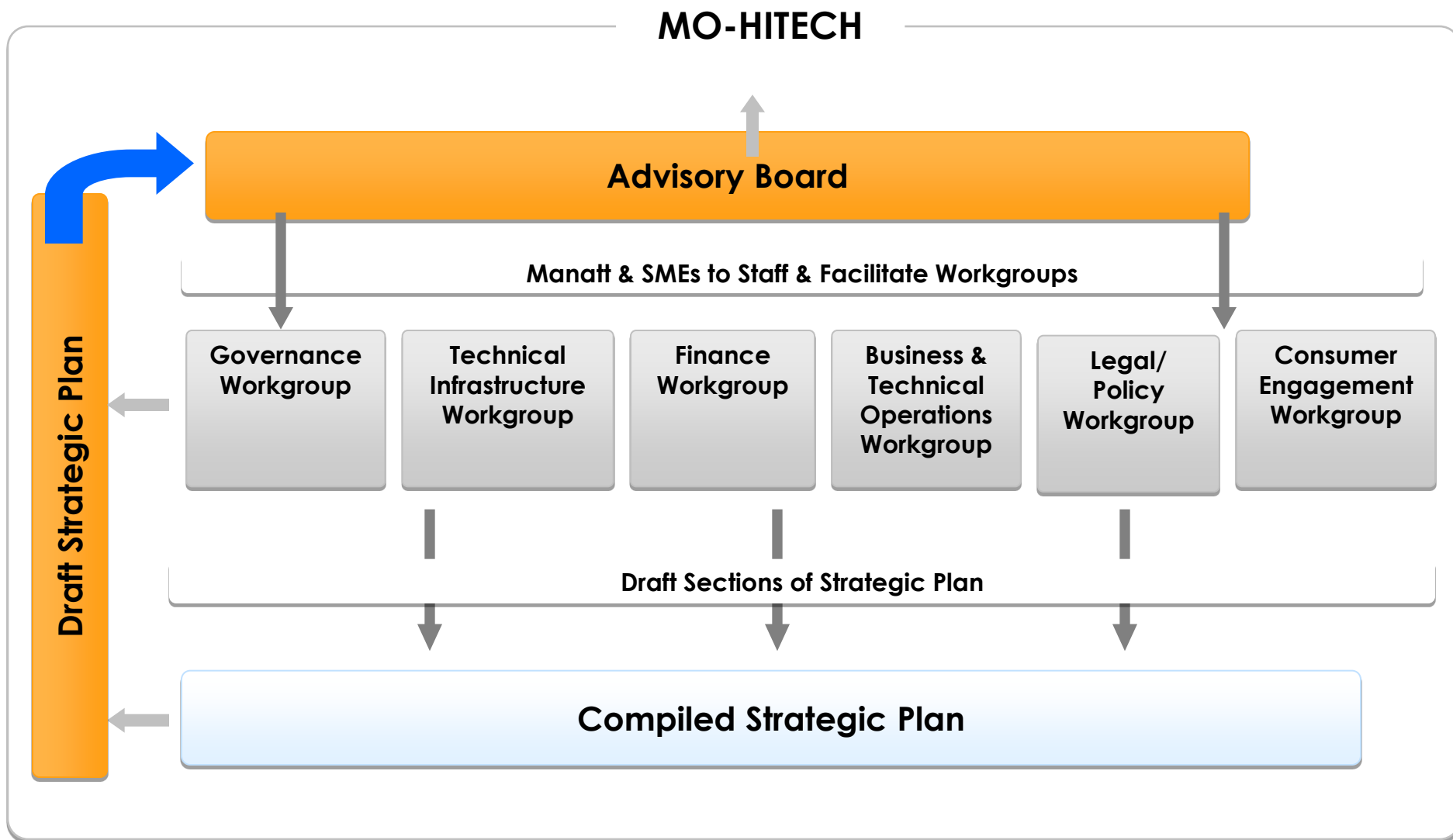
Weeks	Planning	Kickoff		First Draft	Final Draft	
Nov 9	Confirm AB membership					
Nov 16	Announce Wkgps & Kickoff Meeting					
Nov 23	Finalize Kickoff Meting Materials					
Nov 30	AB – Advisory Board Wkgps – Workgroups Subject Matter Experts – SMEs	Launch AB - 12/2	Launch Wkgps -12/3			
Dec 7				Workgroups Meet Regularly & Prepare 1 <sup>st</sup> Draft of Deliverables		
Dec 14				Manatt & SMEs to Advise WKgps		
Dec 21				Draft due to Manatt & MO-HITECH: 12/23		
Dec 28				Manatt to Compile First Draft		
Jan 4 2010				First Draft distributed to MO-HITECH & AB		
Jan 11				AB to review First Draft		
Jan 18					Wkgps to Revise First Draft	
Jan 25					Manatt & SMEs to advise Wkgps	
Feb 1					Drafts due to Manatt & MO-HITECH: Feb 5	
Feb 8					Manatt to compile revised Draft & distribute to Mo-HITECH & AB	
Feb 15					AB to review revised Draft	
Feb 22					Manatt & MO-HITECH to make final revisions	
					Finalize & Submit Strategic Plan	

# Building the Strategic Plan – Advisory Board and Workgroup Tasks

- **Week of November 30th: Kickoff**
  - Launch Advisory Board (December 2<sup>nd</sup>)\*
  - Host statewide kickoff meeting (December 2<sup>nd</sup> & 3<sup>rd</sup>)
  - Identify key deliverables and timeline
  - Identify workgroup leadership/co-chairs
  - Assign tasks (e.g. writing, research)
- **November 30<sup>th</sup> – December 23<sup>rd</sup>: First Draft**
  - Workgroups to meet weekly or bi-weekly (as determined necessary)
  - Draft Strategic Plan content & circulate for review
  - Incorporate workgroup revisions and feedback
  - Submit for incorporation into first draft
- **December 23<sup>rd</sup> – January 15<sup>th</sup> : Fill in Gaps**
  - Work with Manatt & subject matter experts to address gaps in first draft
  - Review Advisory Board & MO-HITECH feedback
- **January 15<sup>th</sup> – February 5<sup>th</sup>: Second Draft**
  - Revise Strategic Plan content based on Advisory Board & MO-HITECH feedback
  - Submit for incorporation into second draft
- **February 5<sup>th</sup> – February 28<sup>th</sup>: Finalize Strategic Plan**
  - Workgroup Co-Chairs to work with Manatt & subject matter experts to finalize Strategic Plan content
  - Submit Strategic Plan to ONC (Target submission date: February 28, 2010)

\*Advisory Board will host its second meeting after January 1, 2010.

# Building the Strategic Plan – Workgroup Framework



# Building the Strategic Plan: Advisory Board

## ➤ **Appointed by the Governor to**

- Provide leadership for and participate in developing a comprehensive and coordinated interoperable health information strategy to drive improvements in health care quality, affordability and outcomes.
- Oversee workgroups in the collaborative development a shared approach to support Missouri's health information infrastructure.
- Develop consensus and make recommendations to MO-HITECH on principles and policies that will ensure
  - Sustainable financing
  - Transparent governance
  - Privacy protection, security of health information and compliance with state and federal law
  - Consumer engagement
  - Business and technical operations supporting widespread health IT adoption and use
  - Technical infrastructure to support statewide health information exchange

## ➤ **Deliverables**

- Assist MO-HITECH in developing vision, goals and principles to guide implementation of statewide health information exchange in Missouri
- Review workgroup recommendations and provide feedback
- Make recommendations regarding the development of the strategic and operational plans

## ➤ **Meetings & frequency**

- Kickoff meeting: December 2<sup>nd</sup>, Jefferson City
- Advisory Board will meet monthly following kickoff meeting (January and February meeting dates TBD)
- Meetings will be accessible via teleconference, but in-person participation is recommended; all meetings will take place in Jefferson City

# Building the Strategic Plan: Workgroups

- **Led by appointed Co-Chairs**
- **Open membership**
- **Staff supported**
- **Areas of focus**
  - Governance
  - Finance
  - Technical Infrastructure
  - Business & Technical Operations
  - Legal/Policy/Privacy
  - Consumer Engagement
- **Meetings & frequency**
  - Kickoff meeting: December 3<sup>rd</sup>, Jefferson City
  - Workgroups will meet weekly or bi-weekly following kickoff meeting (as necessary)
  - Meetings will be accessible via teleconference, but in-person participation is recommended; all meetings will take place in Jefferson City



# Building the Strategic Plan: Workgroup Deliverables

Workgroup	Deliverables
<b>Governance</b>	<ul style="list-style-type: none"> <li>➤ Description of governance entity including membership, authority, and governance model</li> <li>➤ Description of how state will address HIE accountability and transparency</li> <li>➤ Description of coordination with Medicaid, federally-funded state programs, and other ARRA programs (e.g. broadband)</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>➤ Business plan that enables financial sustainability of HIE governance and operations by 2014</li> <li>➤ Develop and update project budget</li> </ul>
<b>Technical Infrastructure</b>	<ul style="list-style-type: none"> <li>➤ Description of how infrastructure will facilitate interoperability</li> <li>➤ Description of technical approach and architecture to be used including HIE services to be offered (<i>if applicable</i>)</li> <li>➤ Review and augment environmental scan of HIE</li> </ul>
<b>Business &amp; Technical Operations</b>	<ul style="list-style-type: none"> <li>➤ Implementation strategy to address how the state will meet meaningful use requirements</li> <li>➤ Description of incremental approach for HIE services to reach all geographies and providers</li> <li>➤ Identify plan and timeline for NHIN participation</li> </ul>
<b>Legal/Policy</b>	<ul style="list-style-type: none"> <li>➤ Describe MO and interstate privacy and security issues related to HIE</li> <li>➤ Describe plans to analyze and/or modify state laws</li> <li>➤ Describe development of policies and procedures to foster HIE</li> <li>➤ Describe the use of trust agreements (e.g. data sharing and use agreements)</li> <li>➤ Describe how the state will address noncompliance with HIE policies</li> </ul>
<b>Consumer Engagement</b>	<ul style="list-style-type: none"> <li>➤ Consumer engagement and outreach plan</li> <li>➤ Develop communications and educational materials for consumers, general public, and press</li> </ul>

# Building the Operational Plan: Workgroup Deliverables

Workgroup	Deliverables
<b>Governance</b>	<ul style="list-style-type: none"> <li>➤ Description of coordination and interdependencies with relevant ARRA programs (e.g. REC, broadband, and workforce development)</li> <li>➤ Description of governance and policy structures, including their ongoing development</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>➤ Detailed cost estimate for the implementation of the Strategic Plan</li> <li>➤ Detailed schedule describing the tasks and sub-tasks to be completed, including resources, dependencies, and specific timeframes</li> <li>➤ Description of proposed resolution and mitigation methods for identified issues and risks</li> <li>➤ Staffing plans for the project, including project managers and description of key roles</li> <li>➤ Description of activities to implement financial policies, procedures, and controls to ensure compliance with GAAP and OMB Circulars</li> </ul>
<b>Technical Infrastructure</b>	<ul style="list-style-type: none"> <li>➤ Description of efforts to become consistent with HHS adopted interoperability standards and certification requirements as part of the planned implementation</li> <li>➤ Description of the technical architecture and how its requirements will ensure statewide availability of HIE among healthcare providers, including plans for protection of health data</li> <li>➤ Description of how the technical architecture will align with NHIN core services and specifications</li> <li>➤ Description of technical solutions to develop HIE capacity and enable meaningful use</li> </ul>
<b>Business &amp; Technical Operations</b>	<ul style="list-style-type: none"> <li>➤ Project schedule describing tasks and sub-tasks to be completed to enable statewide HIE</li> <li>➤ Identification and description of issues, risks, and interdependencies within the overall project</li> <li>➤ Description of how the state will leverage current HIE capacities</li> <li>➤ Description of state-level shared services and repositories to be leveraged (if applicable)</li> <li>➤ Explanation of standard operating procedures and processes for HIE services will be developed and implemented (not required)</li> </ul>
<b>Legal/Policy</b>	<ul style="list-style-type: none"> <li>➤ Description of how statewide HIE will comply with applicable federal and state legal policy requirements, including the process for developing and implementing policy requirements</li> <li>➤ Description of interdependence of governance and oversight mechanisms</li> <li>➤ Description of plans for privacy and security harmonization and plans for interstate coordination</li> <li>➤ Address how state will comply with federal requirements for data protection</li> </ul>
<b>Consumer Engagement</b>	<ul style="list-style-type: none"> <li>➤ Consumer engagement and outreach plan</li> <li>➤ Communication messages and educational deliverables for dissemination</li> </ul>

# Governance Workgroup

Governance	Strategic Plan
<b>Charge</b>	<ul style="list-style-type: none"> <li>➤ Develop the framework for roles and responsibilities to support statewide HIE</li> <li>➤ Develop the framework for coordination among public and private organizations/stakeholders to support statewide HIE, including coordination with relevant ARRA programs</li> <li>➤ Provide legal and policy support for the development and operation of MO-HITECH</li> <li>➤ Provide legal and policy support for the development of the Strategic and Operational Plans</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>➤ Description of governance entity including membership, authority, and governance model</li> <li>➤ Description of how state will address HIE accountability and transparency</li> <li>➤ Description of coordination with Medicaid, federally-funded state programs, and other ARRA programs (e.g. broadband)</li> </ul>
<b>Tentative Timeline (Week(s) of)</b>	<ul style="list-style-type: none"> <li>➤ Dec 2 &amp; 3: Attend Statewide Kickoff Meeting to review &amp; confirm Workgroup charge; distribute assignments</li> <li>➤ Dec. 7: Status check on assignments</li> <li>➤ Dec. 14: Threshold questions and initial drafts due to Workgroup co-chairs</li> <li>➤ Dec. 23: First draft due to MO-HITECH &amp; Manatt</li> <li>➤ Jan. 8: Manatt to distribute feedback/questions to Workgroup</li> <li>➤ Jan. 11: Review draft Strategic Plan sent to Advisory Board</li> <li>➤ Jan. 18 – Feb. 5: Revise draft Strategic Plan components based on Advisory Board &amp; MO-HITECH feedback</li> <li>➤ Feb. 5: Workgroup to submit updated draft</li> <li>➤ Feb 5 - 28: Workgroup to meet ad hoc to address questions and revise Strategic Plan Content</li> </ul>
<b>Co-Chairs</b>	TBD
<b>Staff</b>	TBD

# Finance Workgroup

Finance	Strategic Plan
<b>Charge</b>	<ul style="list-style-type: none"> <li>➤ Develop costs for all activities and plan for ongoing funding streams associated with statewide HIE</li> <li>➤ Define the value and business case/return on investment of investments at the state, regional, and institutional levels</li> <li>➤ Identify existing and potential funding sources to support the development of statewide HIE</li> <li>➤ Identify approaches and examples of model financing strategies to support adoption of HIE</li> <li>➤ Propose financing strategies for the capital build and sustainability of HIE</li> <li>➤ Develop and update project budget</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>➤ Business plan that enables financial sustainability of HIE governance and operations by 2014</li> <li>➤ Develop and update project budget</li> </ul>
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<b>Co-Chairs</b>	TBD
<b>Staff</b>	TBD

# Technical Infrastructure Workgroup

Technical Infrastructure	Strategic Plan
<b>Charge</b>	<ul style="list-style-type: none"> <li>➤ Develop technical architecture and approach to technical services to support statewide HIE</li> <li>➤ Define technical requirements for shared services and the overall technical architecture to support the infrastructure for HIE efforts</li> <li>➤ Identify protocols and standards to support statewide HIE services</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>➤ Description of how infrastructure will facilitate interoperability</li> <li>➤ Description of technical approach and architecture to be used including HIE services to be offered (<i>if applicable</i>)</li> <li>➤ Review and augment environmental scan of HIE</li> </ul>
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<b>Co-Chairs</b>	TBD
<b>Staff</b>	TBD

# Business & Technical Operations Workgroup

Business & Tech Ops	Strategic Plan
<b>Charge</b>	<ul style="list-style-type: none"> <li>➤ Develop implementation strategy for Strategic Plan</li> <li>➤ Identify staffing and resource requirements for proposed project</li> <li>➤ Develop strategy to support health IT and HIE adoption and meaningful use among MO providers</li> <li>➤ Develop and execute evaluation of project including data collection and performance measurement</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>➤ Implementation strategy to address how the state will meet meaningful use requirements</li> <li>➤ Description of incremental approach for HIE services to reach all geographies and providers</li> <li>➤ Identify plan and timeline for NHIN participation</li> </ul>
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<b>Co-Chairs</b>	TBD
<b>Staff</b>	TBD

# Legal/Policy Workgroup

Legal/ Policy	Strategic Plan
<b>Charge</b>	<ul style="list-style-type: none"> <li>➤ Establish framework for trust and accountability that protects the privacy and security of health information</li> <li>➤ Support consumer control and access to personal health information</li> <li>➤ Identify practical privacy and security strategies and policies to support secure HIE</li> <li>➤ Identify operational and environmental processes to support privacy and security policies</li> <li>➤ Contribute to consumer engagement/education and outreach strategy</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>➤ Describe MO and interstate privacy and security issues related to HIE</li> <li>➤ Describe plans to analyze and/or modify state laws</li> <li>➤ Describe development of policies and procedures to foster HIE</li> <li>➤ Describe the use of trust agreements (e.g. data sharing and use agreements)</li> <li>➤ Describe how the state will address noncompliance with HIE policies</li> </ul>
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<b>Co-Chairs</b>	TBD
<b>Staff</b>	TBD

# Consumer Engagement Workgroup

Consumer Engagement	Strategic Plan
<b>Charge</b>	<ul style="list-style-type: none"> <li>➤ Develop consumer oriented principles and policy priorities for HIE activities in Missouri</li> <li>➤ Ensure consumer perspectives are integrated throughout the strategic and operational planning process</li> <li>➤ Work with consumer advocacy groups to understand needs relative to HIE and communicate opportunities for consumer involvement and input</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>➤ Consumer engagement and outreach plan</li> <li>➤ Communication messages and educational deliverables for dissemination</li> </ul>
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<b>Co-Chairs</b>	TBD
<b>Staff</b>	TBD